DOCUMENT RESUME

ED 458 066 RC 023 202

AUTHOR	Campbell, Duncan, Ed.
TITLE	Partnerships: An Alternative Development Strategy. Inter-American Foundation 2000 in Review, October 1, 1999 to September 30, 2000.
INSTITUTION	Inter-American Foundation, Arlington, VA.
PUB DATE	2000-00-00
NOTE	69p.; Photographs may not reproduce adequately. For the 1999 review, see ED 443 624.
AVAILABLE FROM	For full text: http://www.iaf.gov/pubs.htm.
PUB TYPE	Reports - Descriptive (141)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Adult Farmer Education; American Indian Education; Annual Reports; *Community Development; *Cooperative Programs; *Economic Development; Foreign Countries; *Grants; Indigenous Populations; Leadership Training; Nongovernmental Organizations; Program Descriptions; Rural Development; Technical Assistance; Training; Vocational Education
IDENTIFIERS	Caribbean; Development Education; *Inter American Foundation; International Aid; *Latin America

ABSTRACT

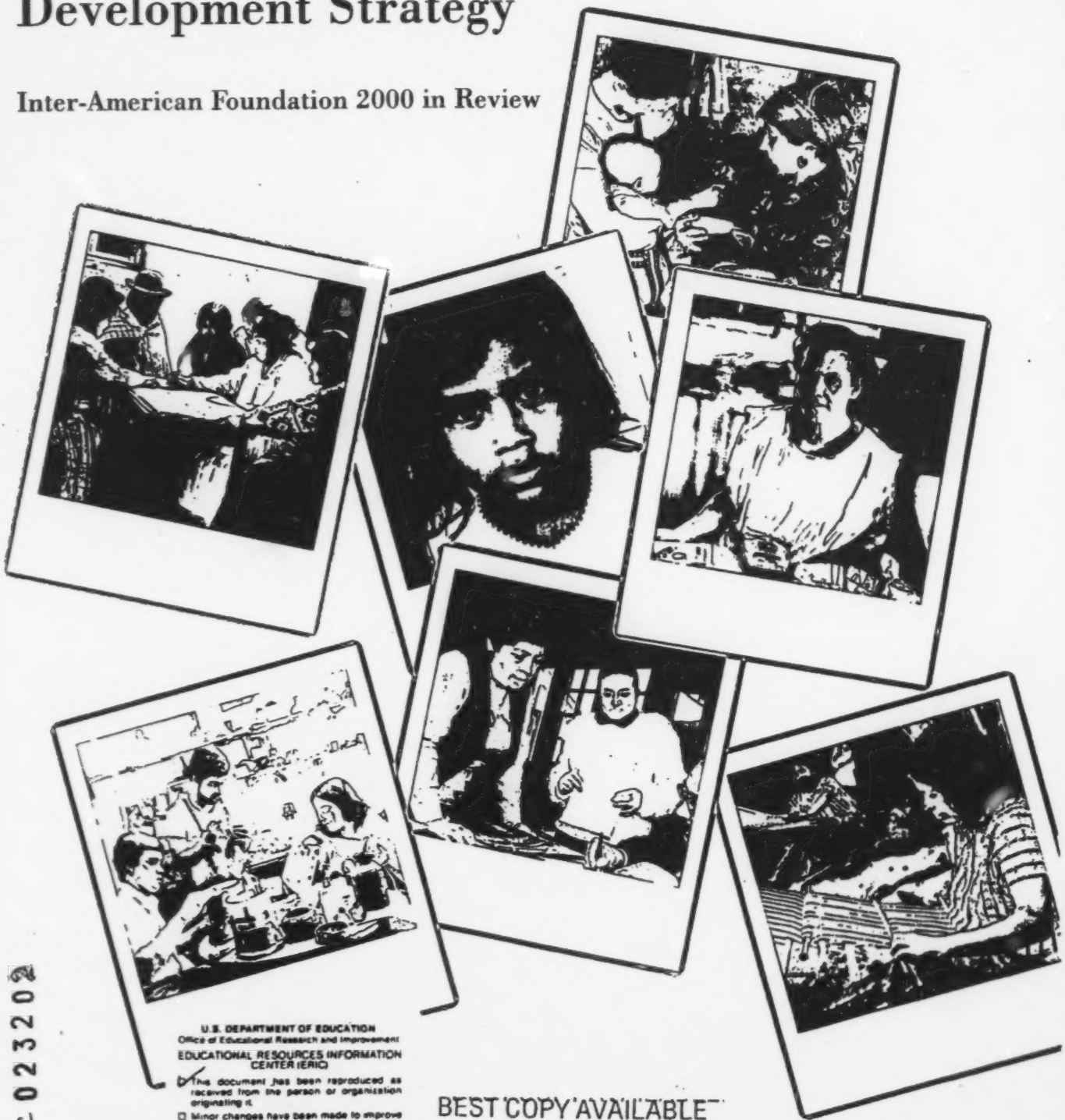
The Inter-American Foundation (IAF), an independent agency of the U.S. government, works in Latin America and the Caribbean to promote equitable, participatory, and sustainable self-help development by awarding grants directly to local organizations. Its principal strategy is to support public-private partnerships that mobilize local, national, and international resources for grassroots development. This annual report for 2000 summarizes IAF's grantmaking, evaluation, and dissemination activities; presents an in-depth analysis of partnership functions in 12 IAF-supported projects; and describes sample projects in various countries. The evaluation of 12 partnership projects in Mexico, El Salvador, Dominican Republic, Peru, and Bolivia found that successful partnerships generally did not have hierarchical structures or legal agreements but were flexible, evolving arrangements in which strong trust assured accountability. Evaluation results led to a new conceptual model of intersectoral partnerships that emphasizes service delivery, human resource development, resource mobilization, research and innovation, and public education and advocacy. In 2000, IAF awarded 48 new grants and 13 grant supplements totaling about $11.2 million. Most projects address food production and agriculture, business development and management, or education and training. Many projects involve indigenous communities. Educational activities include rural teacher education, agricultural and vocational education for adults and youths, community involvement in local schools, training in business and marketing, workshops on community development and leadership, and conservation training. (SV)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 458 066

Partnerships: An Alternative Development Strategy

Inter-American Foundation 2000 in Review



RC 023202

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

BEST COPY AVAILABLE

Table of Contents

Board of Directors — 2

Foundation Staff — 2

Message from the Chair — 4

Message from the President — 6

Overview — 8

Office of Programs — 9

Fellowships — 10

Office of Evaluation and Dissemination — 10

Evaluation — 12

Partnerships: An Alternative Development Strategy — 14

Financial and Statistical Information — 22

Country Reports — 23

Grant Program for Fiscal Year 2002 — 60

Guidelines for Grant Proposals — 62

Credits — 64

2000 in Review

Inter-American Foundation

October 1, 1999 to September 30, 2000

The Inter-American Foundation (IAF), an independent agency of the United States Government, was created in 1969 as an experimental U.S. foreign assistance program. The IAF works in Latin America and the Caribbean to promote equitable, participatory, and sustainable self-help development by awarding grants directly to local organizations throughout the region. Its principal strategy is to support public-private partnerships that mobilize local, national, and international resources for grassroots development. From all of its innovative funding experiences, the IAF extracts lessons learned and best practices to share with other donors and development practitioners throughout the hemisphere.

The IAF is governed by a nine-member Board of Directors appointed by the President of the United States. Six members are drawn from the private sector and three from the federal government. The Board of Directors appoints the president of the IAF.

The IAF's operating budget consists of congressional appropriations and funds derived through the Social Progress Trust Fund. Since 1972, the IAF has made 4,305 grants for more than $514.1 million. The IAF's 40 staff members are based in Arlington, Virginia.

Inter-American Foundation
901 N. Stuart Street, 10th floor
Arlington, VA 22203
USA

Tel: (703) 306-4301

Fax: (703) 306-4365

Website: www.iaf.gov

Board of Directors and Foundation Staff

Kay K. Arnold, Chair[1]
Vice President
System Government Affairs
Entergy Corporation
Little Rock, Arkansas

Nancy P. Dorn[2]
Office of the Vice President
White House
Washington, D.C.

Maria Otero[3]
President
Accion Internacional
Washington, D.C.

Patricia Hill Williams[4]
Vice President, External Affairs
State University of New York at Farmingdale
Farmingdale, New York

Frank D. Yturria[5]
Yturria Ranch Enterprises
Brownsville, Texas

---

[1]Chair, 1/29/00 - 12/21/00; Vice Chair, 12/22/00 - 5/17/01

[2]Resigned, 7/12/00

[3]Chair, 7/1/94 - 11/29/99; resigned 11/29/99

[4]Vice Chair, 5/18/01 - present

[5]Chair, 5/18/01 - present

[6]As of 1/30/01

Foundation Staff

OFFICE OF THE PRESIDENT
David Valenzuela, *President*[6]
Betty F. Davis, *Executive Assistant*
Patrick Breslin, *Director, External Affairs*
Arnie Garza, *Auditor*

Office of the General Counsel
Carolyn Karr, *General Counsel*
Margarita Guerra, *Paralegal Specialist*

OFFICE OF PERSONNEL/EEO AND PERSONNEL SECURITY
Marcia A. Savoie, *Director, Personnel/EEO and Personnel Security*
Patricia Palma, *Management Analyst*
Eric Nystrom, *Computer Specialist*
Hussain Muhammad, *Office Assistant*
DeShonte Clemons, *Office Assistant*

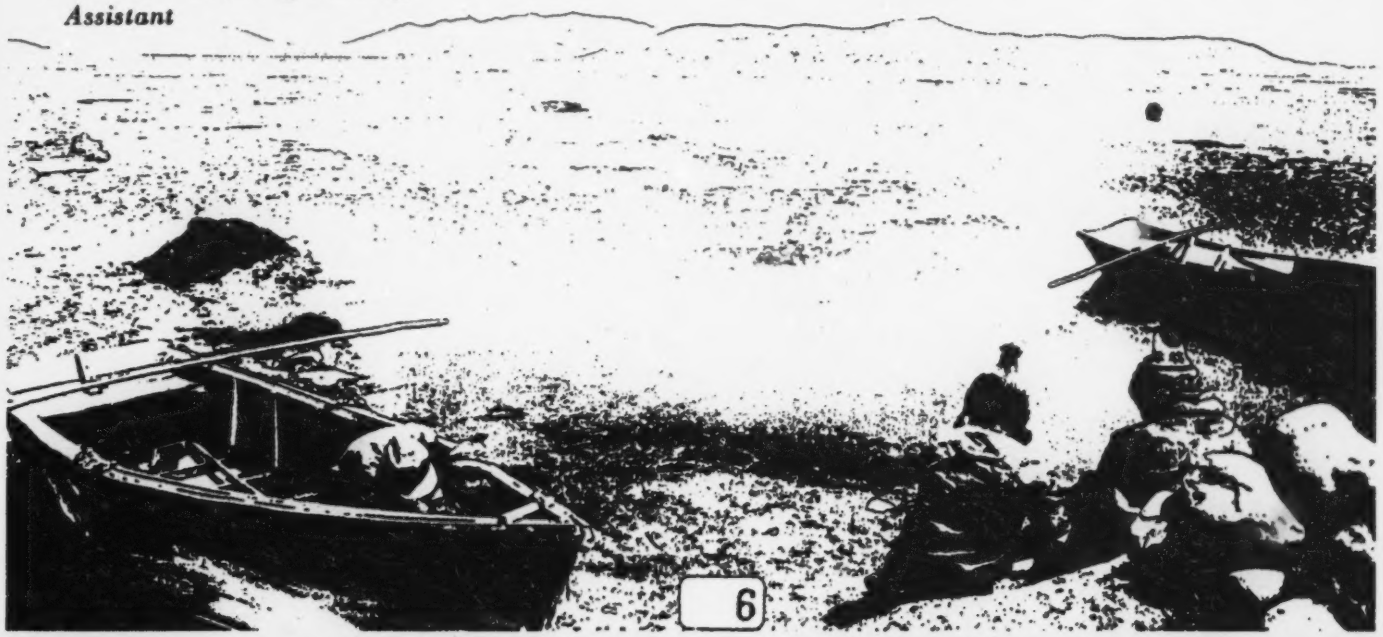
OFFICE OF FINANCIAL MANAGEMENT AND SYSTEMS
Winsome Wells, *Director, Office of Financial Management and Systems*
Yolanda M. Arzadon, *Operating Accountant*
Robert L. Freeman, *Fiscal Specialist*
Joyce M. Chisley, *Budget Officer*
Tyrone H. Broadus, *Staff Assistant*
Marcos Jackson, *Staff Assistant*

Office of Programs
Linda P. Borst, *Vice President for Programs*
Ana Savage, *Central Program Coordinator*
Leyda P. Appel, *Translator*

Office for Mexico, Central America, and the Caribbean
Ronald Arms, *Regional Director*
Blanca Suarez-Torres, *Program Coordinator*
Jim Adriance, *Foundation Representative, Guatemala*
Bill Barbieri, *Foundation Representative, El Salvador*
Carlo Dade, *Foundation Representative, Dominican Republic and Haiti*
Kevin Healy, *Foundation Representative, Panama, Honduras, and Costa Rica*
Kaye Pyle, *Foundation Representative, Nicaragua*
Robert J. Sogge, *Foundation Representative, Mexico*
Melodie Moore, *Program Staff Assistant*

Office for South America
Walter Price, *Regional Director*
Audra Jones, *Foundation Representative, Venezuela, Paraguay, and Argentina*
Chris Krueger, *Foundation Representative, Bolivia and Peru*
Judith Morrison, *Foundation Representative, Brazil and Colombia*
Wilbur Wright, *Foundation Representative, Ecuador and Peru*
Maritza Daniel, *Program Staff Assistant*
Monica Radwan, *Program Staff Assistant*

Office for Evaluation and Dissemination
Emilia Rodríguez-Stein, *Director*
Miguel Cuevas, *Analysis and Evaluation Specialist*
Rosemarie Moreken, *Data Analyst*
Duncan Campbell, *Editorial Assistant*



Message from the Chair

The Inter-American Foundation (IAF) began its 31st year with change. George Evans, the president of the Foundation, retired, and Maria Otero, the Chair of the Board, resigned when she was named president of Acción International. I thank them both for their years of service and leadership.

IAF Board Chair Kay K. Arnold with her husband, U.S. Circuit Judge Richard Arnold, and Board member Patricia H. Williams displaying a gift from grantee Asociación Maya, in Guatemala.

It was an honor to serve as the Chair of the Board in 2000. I learned firsthand that the IAF understands the value of partnerships—with other governmental and non-governmental agencies engaged in international development, with corporations, foundations, religious organizations, Congress, the president and his administration. Equally important are our in-country partners—the local community organizations we fund and the governmental and non-governmental institutions that help them with financial, technical, administrative, and emotional support. Effective and sustainable grassroots development depends on all these groups, working together, with trust, and the belief that fostering self-reliance and enabling the poor to gain control over their lives helps build healthy societies in developing countries.

One of the highlights of the year for me was the opportunity to meet with some of our grantees in the communities where they live and work. We—Board members—saw for ourselves how the funds of the IAF are being spent. Houses are being built, land is being farmed rather than eroding, better health care is being provided for women and children, products are finding new markets, the environment is being protected, and people are working hard, building their own businesses, managing their resources, improving the lives of their families and communities where they live. We visited projects in Honduras and Guatemala and came away inspired by the commitment, ability, and dignity of the men and women in those community groups that are our grantees. We talked about their successes and failures, the challenges they face, and their plans to keep the projects going after our financial support ends. The diversity of people and projects funded reflected the local needs and priorities of the community. For more than 30 years the IAF has supported locally-driven development projects.

The poor people who benefit from our grants are involved from the beginning—making the decisions and setting the priorities that most affect their community. The people and projects we visited proved to me that the IAF's work is as relevant and important in 2000 as it was when the Foundation was created in 1969. In fact, now other international development institutions are advocating our grassroots approach—and finding it to be the most effective way to enhance sustainability, efficiency, and effectiveness of services.

Although the size of the grants and staff of the IAF are small compared to agencies such as the U.S. Agency for International Development, the World Bank, and the Inter-American Development Bank, we are in a unique position to communicate our grassroots support methodology to groups who are interested in our approach and how that approach may be adapted to their work. We must do more of this. Those who fund our work and those who participate as partners have a right to expect that our projects are results-oriented and that those results can be measured in tangible and intangible ways. We take those responsibilities seriously. The IAF pioneered a grant results system known as the *Grassroots Development Framework* (GDF). It examines 42 different indicators including income, employment, production, training, replication, leadership skills, and organizational capacity. These indicators are verified and compiled into comprehensive reports that help us monitor and evaluate the projects while they are going on, not just when they are completed. With the GDF, accountability and learning are enhanced, assuring better grants today and in the future.

I can't write about partnerships without mentioning the remarkable IAF staff and my colleagues on the Board of Directors. I am grateful to the staff and the Board for their support and hard work this year. In particular, both the new Foundation president, David Valenzuela, and Adolfo Franco, our former senior vice president, general counsel, and acting president, have been invaluable to me for their good counsel, humor, and leadership. As we celebrated our 30-year anniversary, we faced a number of significant challenges together. Because of the Board and staff commitment to our mission, their flexibility and willingness to change and improve our operations in keeping with the times, their spirit of hope, and a firm determination to succeed, we approach this century renewed and ready to continue the work of advancing sustainable development in Latin America and the Caribbean, improving the lives of people, promoting free enterprise, and strengthening democratic institutions throughout the hemisphere. I am thankful for a Congress and Presidents who support our work and for corporations, government agencies and, foundations, who believe we are good partners to help them meet their goals for social and economic justice.

Kay Kelley Arnold
Chair

Message from the President

One of the IAF's legislative mandates is "to stimulate and assist effective and ever wider participation of the people in the development process." At the heart of this mandate is the need to support innovative and experimental approaches to development that broaden and deepen the involvement of people in Latin America and the Caribbean in programs to improve their social and economic conditions.

Over the years, the IAF has been a pioneer in a host of people-centered development initiatives that are now acknowledged by large donors as essential to poverty reduction. Among these is the contribution to the sustainable development of non-governmental and grassroots organizations, cooperatives, producer associations, foundations, and civil society in general. It took many years of funding central governments for major donors to realize that people and communities matter if the cycle of poverty is to be broken. Obviously, sound macroeconomic policies are essential for economic growth. But the record shows that they alone do not lead to poverty reduction. Much more is needed at the local and community levels to improve the lives of the poor.

The IAF was also among the first donors to support microenterprise development, community banking, producer marketing, women's grassroots organizations, cultural and economic revitalization of indigenous populations, community tourism and forestry, Afro-Latin American initiatives, and many others. The IAF *Grassroots Development* journal and other special publications have been the primary vehicles for disseminating these experiences and ideas. Mostly, these ideas have been disseminated by the over 3,000 organizations in Latin America and the Caribbean whose innovations and dreams have been supported by the IAF. They have influenced the policies of governments and major donors and demonstrated that meaningful development and poverty reduction cannot be achieved without the participation of people, including the poor themselves.

While the IAF is constantly building on its 30 years of accumulated experience, the search for innovation now is focused on three areas that are helping to guide our grant making and learning agenda. The first one pertains to the growing role that remittances sent home by Latin American and Caribbean migrants play in fostering local social and economic development. This is an annual flow estimated at $17 billion that constitutes an increasingly important social safety net and source of foreign exchange. Most remittances go to individual families to meet basic human needs. However, an

increasing number of migrants are beginning to think beyond the needs of their relatives and are searching for ways to help their home communities build local wealth and opportunities. This is the case with Mexican-American clubs that have proliferated throughout the United States. In many cases, the contribution of these migrants to their home countries and communities goes far beyond the transfer of financial resources. More importantly, they also are transmitting an entrepreneurial spirit, optimism, and fundamental values of fairness, equity, and democratic process. Community members who migrated and found better opportunities in distant lands can command a strong positive influence in their home communities.

The second area involves the importance of local cross-sector and public/private partnerships for sustainable poverty reduction. The concept of forming alliances or partnerships among community and nongovernmental organizations, local governments, and private businesses is revolutionary in a context of historical distrust, ideological divisions, and reliance on central government solutions (even if these were woefully inadequate as was most often the case). The end of the Cold War has opened the door for a new sense of cooperation in many communities throughout Latin America and the Caribbean. During this past year, the IAF concluded a study of 12 successful local partnerships to carry out poverty reduction and basic needs programs in four countries. There seems to be a direct correlation between the success in meeting program goals on a sustainable basis and the strength of the partnership.

The third area of special attention for the IAF involves the key role of participatory democracy to ensure the genuine involvement of people in the development process. While participation has been the cornerstone of the IAF's approach to development, the absence of democracy, particularly at the level of local and regional governments, for most of the past three decades, has been a serious obstacle to grassroots involvement in social and economic development. The emergence of democratically elected local governments is opening new and formerly unimagined opportunities for grassroots organizations to become involved in setting the local agenda and determining public investment priorities.

David Valenzuela
President

Overview

As the context in which development takes place has changed, so too have the development strategies embraced by development organizations and the IAF. Development actors, including NGOs and the IAF, increasingly are promoting partnerships as a strategy to generate resources, promote sustainability, enhance community participation, strengthen civil society, and expand the effects of changes on the lives of the organization and local communities.

The IAF has been funding a wide range of innovative grassroots development efforts in Latin America and the Caribbean over the past 30 years. The fundamental premise in the bottom-up approach to development is that local actors propose projects and development modalities that respond to their felt needs. The central vehicle to implement their ideas typically is an organization or a group of organizations. Such organizations can spread horizontally, expanding the effects of changes on the lives of the organization and local communities. An example of that expansion is intersectoral partnerships of community organizations, private sector associations, municipal organizations, and local representatives of regional and national governments. Their alliances enable them to work together in identifying and implementing projects that respond to local social and economic priorities. Such partnerships illustrate how grassroots development has evolved from the knowledge and aspirations of local actors to strengthen their capabilities and maximize benefits.

An in-depth analysis of 12 IAF-supported projects with successful partnerships revealed that a partnership ignites and grows out of a desire by local actors to progress toward a common development goal. As the partnership moves the actors toward their goal, it builds trust along the way and provides the foundation for a new generation of projects to be carried out by the original partnership or its successor.

Office of Programs

The IAF continues to support innovative self-help initiatives of local community organizations that work in partnership with the public and private sectors to improve the quality of life of poor people throughout the hemisphere. In Fiscal Year 2000, the IAF approved 48 new grants and 13 amendments to grants made in previous years, totaling about $11.2 million. These grants went to organizations in 15 different countries throughout Latin America and the Caribbean. Funding was distributed among program areas in agriculture/food production, enterprise development/management, education/training, ecodevelopment, and community services.

Some examples of partnerships supported by the IAF in FY 2000 are found in Guatemala and Ecuador. The Equipo de Consultoría en Agricultura Orgánica (ECAO), a Guatemalan NGO, works with municipal governments and local farmers to promote organic agricultural production and to improve environmental management of the communities it serves (GT-251). ECAO and the municipal governments with jurisdiction over the project communities are developing environmental management plans that will improve the supply of municipal water and better manage municipal forest and agricultural lands. ECAO also is working with the municipal government of Quetzaltenango, Guatemala's second largest city, to develop a waste management program that will transform organic household waste into compost. In Ecuador, the IAF supports the Asociación de Parroquias Rurales de Cuenca, an association of local parishes and submunicipal governments, in establishing public/private community enterprises that utilize unemployed residents to

operate such services as solid waste disposal, distribution of potable water, and maintenance of public parks and recreational areas. (EC-377).

The IAF also continues to establish and maintain partnerships with the private sector to fund grassroots development initiatives in Latin America and the Caribbean. In Mexico, the IAF is collaborating with the Fundación del Empresariado Sonorense (FUEMS), a private sector foundation made up of Mexican and multinational corporations, whose mission is to promote community development in the state of Sonora. FUEMS and the IAF support the local development initiatives of the nonprofit Comité de Promoción Social del Valle del Yaqui (PROVAY). In collaboration with the municipality of Cajeme, Fundación del Empresariado Sonorense, the Fundación de Apoyo Infantil Sonora, and the IAF (ME-441), PROVAY will implement a local development project that will enable low-income women heads-of-households to build safe and durable ecological homes, promote microenterprise development, and improve environmental conditions for community residents.

For the third consecutive year, the Levi Strauss Foundation awarded the IAF an $85,000 grant to support microenterprise development in Colombia, Costa Rica, and the Dominican Republic. In FY 2000, the IAF also received an $800,000 grant from the Raytheon Company to support educational reform and teacher training in Brazil's Amazon region.

Fellowships

The Fellowship Program, dedicated to increasing the community of specialists in social investment, local development, and grassroots development in Latin America and Caribbean region, was suspended for Fiscal Year 2000 due to budget constraints. However, the program continued to work with university fellows funded in previous years.

Office of Evaluation and Dissemination

Grant Monitoring

The IAF is implementing a comprehensive learning and results system for diverse grassroots projects that demands time, creative thinking, trial and error experimentation, and frequent modification. In 1993, a work-

ing group composed of IAF staff and in-country service contractors selected the result system indicators by examining the IAF experience over the past two decades. Indicators had occurred on three distinct levels: individuals and families, organizations, and society at large. Results at each level could be grouped as either tangible or intangible. While tangible results are easier to measure, intangible ones such as leadership roles assumed by women or heightened self-confidence are also vital influences on current and future development initiatives. The set of measures was initially tested in Costa Rica, the Dominican Republic, Ecuador, and Uruguay, and subsequently in the rest of Latin America.

Based upon findings in the development and testing stage, a set of indicators was incorporated into the *Grassroots Development Framework* (GDF). Results of projects financed by the IAF can now be documented against the GDF's menu of indicators. In addition to periodic reporting by grantees at six-month intervals, in-country monitors independently verify progress and results data through semi-annual field visits. They review grant objectives; visit project operations; and conduct interviews with beneficiaries, partners, grant managers, and technical staff. During the site visit, monitors also may suggest ways to improve data collection and reporting requirements. After the visit, verified data are forwarded to the IAF. The Office of Evaluation and Dissemination (E&D) aggregates data by country and project for analysis and presentation to the IAF Board of Directors and staff, Office of Management and Budget, and Congressional oversight committees.

The 42 indicators of the GDF that drive the data collection and reporting requirements provide a standard frame of reference for grant monitoring in diverse cultural contexts with many political and socioeconomic variables. The IAF assigns priority to indicators relating to the goals and objectives in the *Annual Performance Plan for Government Performance Results Act* reports, such as income, employment, production, training, resources mobilized for project activities, and replication and dissemination of

innovative techniques used in grassroots development. For each grant, reporting is typically required on five to 10 indicators. As stated, grantees also track such intangible indicators as changes in self-esteem, leadership skills, and organizational capacity for participatory decision-making and for project planning and evaluation, which may be of particular relevance locally.

Steady improvement in the quality and reliability of the results data forwarded by grantees and monitors is an IAF priority. To this end, the E&D staff held two regional seminars in Honduras and Ecuador, respectively, to review the role of E&D monitors, the structure and purpose of the GDF, the IAF grants portfolio, and the IAF's mission and objectives. As part of the training, grant monitors also conducted a site visit. Newly contracted grant monitors in 14 countries refined the GDF menu and provided grantees technical assistance in data collection strategies, analysis, and reporting. Grant monitors also used the newly designed electronic GDF which allows access as well as fast recording and reporting of indicators.

Evaluation

Periodically, the IAF performs in-depth evaluations to complement its grant monitoring. In Fiscal Year 2000, the IAF contracted the Education Development Center of Newton, Massachusetts, a nonprofit organization with 41 years of experience in development project evaluation, to analyze the IAF's promotion of grassroots development through partnerships among community-based organizations, nongovernmental organizations, government at all levels, and the private sector. A three-member team of experts on partnership methodology and private sector participation in grassroots development studied 12 projects in Mexico, El Salvador, Dominican Republic, Peru, and Bolivia. The partnerships studied included NGOs and local governments (typically municipal) as well as businesses, and community-based nonprofit organizations as partners.

Through the evaluation, IAF hoped to find answers to three questions:

1. What benefits and challenges emerge when local governments, businesses and nongovernmental organizations join forces to bring about sustainable improvements in the lives of the poor?

2. What can partners do to maximize the benefits and minimize the burdens of intersectoral partnering?

3. How can funding entities best promote productive partnering?

Lessons learned from the evaluation will be incorporated into grant program decision-making and materials disseminated to development practitioners. Partnerships will be the subject of a grassroots development conference in July 2001. An initial summary of the study conducted follows.

Partnerships: An Alternative Development Strategy

This research is a departure from much of the existing literature on partnerships because it focuses on partnership functions and outcomes, rather than structures. One of the earliest findings to emerge from the field research was that the partnerships studied generally did not have formal hierarchical structures or legal agreements that defined roles and responsibilities clearly. Instead, the partnerships were flexible, evolving arrangements that allowed partners to draw on complementary skills so that each partner could optimize its contribution to the common goal.

This flexibility was a product of strong trust among partners. Indeed, it was trust that ensured accountability in these cases. Many partners opined that written contracts would be evidence of a weak partnership, evidence that partners did not trust each other or were not yet confident of each other's commitment.

Projects that involved the administration of development funds were, however, the major exception to this pattern of flexible informality. Funding commitments and credit agreements were characterized by written documentation.

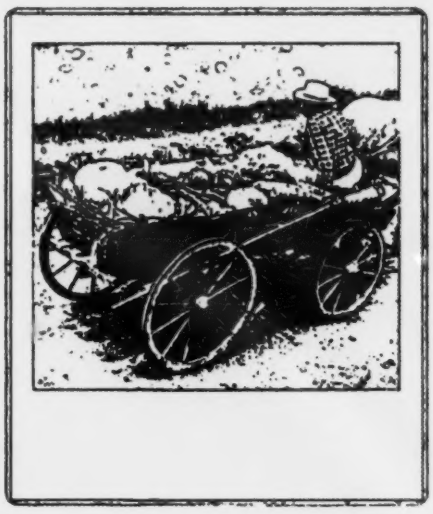
Despite the absence of formal structural agreements among all partners, we found several examples of bilateral agreements

among subsets of partners. Such agreements were most often present in situations where one partner had committed to providing a specific service (often training) for another. Although the partners interviewed did not identify structural elements as prerequisites to successful partnering, they did emphasize the importance of common goals and trust, as well as complementarity of skills, resources, and constituencies.

A New Partnership Model

The emphasis on partnership functions (as opposed to structure) led to a new conceptual model of intersectoral partnerships, one that emphasizes the following key domains of partnership activity:

Service Delivery: Social and economic activities undertaken at the grassroots level with the full participation of the



poor. The aim of these activities is to achieve sustainable improvements in the quality of life for impoverished people.

Human Resource Development: Activities that generally focus on building the skills of disadvantaged people and/or personnel in organizations that partner with the poor.

Resource Mobilization: Activities undertaken for the purpose of securing the financial and technical support required to carry out projects and related functions.

Research and Innovation: Activities that help local people and the development practitioners who work alongside them to test or assess new ways of responding to priority needs and problems.

Public Information, Education, and Advocacy: These activities generally build upon research and field-based experience with service delivery and often entail policy-oriented programs.

Most of the partnerships studied originated when a single NGO engaged in service delivery went on to engage new actors from other sectors (e.g., community-based organizations [CBOs], local government, corporations). As these new partners became involved in the development project, the initial service delivery orientation expanded to incorporate new activity domains.

Stages of Partnership

The partnerships studied did not exhibit discrete sequential partnership phases. Instead, they followed a fluid and iterative process of evolution. Four basic stages of partnering were observed. However, not every partnership went through each of the four stages and the sequence of the stages varied among the partnerships analyzed. The stages observed were:

- Potential Partnership—the actors are aware of each other but have not yet begun to work together routinely and in a close fashion.
- Nascent Partnership—the actors are partnering but the partnership's efficiency is not optimized.
- Complementary Partnership—the partners are working predominantly in the same domain but because their skills, constituencies or resources are complementary, the impact of their work is increased substantially.
- Synergistic Partnership—the partners are working in all or most of the five domains and, consequently, they are able to achieve substantial impact on complex, systemic development problems.

At any given stage, a partnership may evolve to any of the other stages. Local circumstances and partner experiences are the two factors that determine both the sequence and number of stages in a partnership's life. Ideally, each new iteration of the partnership brings the actors closer to their common goal.

Nevertheless, it is important to note that no single stage is inherently better than any other stage. Rather, what determines how well a stage "fits" is the degree to which it fulfills the goals of the partners at a particular point in time. Sometimes a complementary partnership is most appropriate to the needs of the actors and their goals. In other cases, a synergistic partnership is the preferred response.

In some situations, a partnership has achieved its objectives and is no longer needed. However, the successful partnership experience has strengthened the bonds among actors who now stand ready to reconvene when the next partnership-worthy development challenge arises.

One of the important lessons from the study is that intersectoral partnerships are not easy. Building and maintaining relationships, especially among diverse organizations, is time consuming. In some cases, single-sector partnerships or business philanthropy may be sufficient and even more cost-effective than intersectoral partnering.

Benefits of Intersectoral Partnership: The "Three Cs"

The benefits of partnership derive from complementarity and synergy among partners. Partnership can enhance project impact by fostering:

Continuity—beneficiaries can access resources in the community to maintain or build on the impact of a project after its completion. Thus, the progress achieved as the result of an initial intervention is continued and expanded. When a partner builds on progress reached through an earlier development activity, we can then say that this actor has achieved continuity.

Comprehensiveness—multiple activities of the partnership, either in a single domain or across domains, reinforce the benefits of the project by addressing complex, entrenched issues simultaneously from many angles.

Coordination—awareness of and collaboration with other development actors in the community allow partners to achieve greater coverage and take advantage of economies of scale.

These "Three Cs" enhance the impact of programs and projects conducted under the auspices of intersectoral partnerships. In addition to the rewards associated with enhanced impact, partnering organizations also benefit from increased social capital. Working with others builds and strengthens the network of informal relationships and trust that brings organizations together to take action.

Benefits of Intersectoral Partnership: Risk Mitigation

One of the most important benefits of intersectoral partnerships is that such arrangements mitigate the risks that may threaten the success of development projects, particularly those with ambitious goals. Such "risk mitigation" is an outgrowth of the diverse skills, approaches, and spheres of influence represented in an effective intersectoral partnership. Partners, by virtue of their diversity, are well positioned to respond to the multiple internal (design) weaknesses and external (contextual) threats that often thwart the achievement of project goals. When

partners present a wide range of skills and resources, projects are able to respond in an agile fashion as problems arise.

Optimizing Partnership Benefits: Maintaining Diversity

Contrary to much of the conventional wisdom on partnerships, the benefits of working together do not derive from a blending or blurring of organizational identities. Indeed, it is important that organizations maintain their distinctiveness and unique perspectives, for it is through such differentiation that partners are best situated to reduce or eliminate the diverse threats—both internal and external—that projects may face. In effect, differences among partners become a risk-hedging strategy. While diverse opinions and viewpoints among partners may cause conflict, they also foster innovation, creativity, and new insights. Ideally, working together allows partners to understand and respect each other, but not to become each other.

Optimizing Partnership Benefits: Principles of Productive Partnering

Based on field research and analysis, we offer the following suggestions to members of intersectoral partnerships and to organizations that wish to support such partnering.

Principle 1: Keep your eye on the goal. Focus on the desired impact of the partnership, rather than its structure. Make sure goals and objectives are explicit and agreed upon by all partners. Then, allow structures and relationships to evolve in

response to the goal and the progress made in achieving it.

Principle 2: To thine own self be true.
Allow organizations to share their own talents and specialize in what they do best. Maintain, to the extent manageable, differences in outlook and approaches among partners that reduce internal and external threats to development efforts. To maximize complementarities, identify areas of expertise. When necessary skills are lacking, use partnership to build capacity in new organizations.

Principle 3: Cast a wide net.
Build awareness of other actors in the environment to make it easier to draw on the necessary skills when a partnership opportunity comes along.

Principle 4: Use partnership to mitigate risk.
Pay attention to potential threats and ways in which partner diversity can reduce threats to project success.

Principle 5: Don't forget philanthropy!
Not all situations call for the same type of partnership—or for partnership at all. Do not rule out any particular role or strategy ahead of time. In some instances, philanthropy (i.e., a grant to an appropriate NGO) may be a more appropriate business response to a particular challenge than a partnership arrangement.

Conclusion

The IAF continues its 30-year tradition as a premier channel for grassroots development to improve living conditions of the poor. The IAF has funded "bottom-up" initiatives by local actors based upon the felt needs of organizations. While community organizations remain the central unit of funding, the IAF encourages and helps build partnerships of community organizations, private sector associations, municipal organizations, and local representatives of regional and national governments. This development strategy has evolved from the knowledge

of local actors and their aspiration to strengthen their capabilities and maximize benefits. The IAF is again true to its "bottom-up" approach.

Projects Studied

Mexico

ACCEDDE: Acción Ciudadana para la Educación, la Democracia y el Desarrollo (Citizen Action for Education, Democracy, and Development); FECHAC: Fundación del Empresariado Chihuahuense (Chihuahua Business Foundation).

Peru

ASPADERUC: Asociación para el Desarrollo Rural de Cajamarca (Cajamarca Rural Development Association);
CIPDER: Consorcio Interinstitucional para el Desarrollo Regional (Inter-Institutional Consortium for Regional Development); FUNDADES: Fundación para el Desarrollo Solidario (Foundation for Unified Development).

Bolivia

CASDEC: Centro de Acción Social para el Desarrollo Comunitario (Social Action Center for Community Development); KÜRMI: Apoyo al Desarrollo Sostenible Interandino (Support to Inter-Andean

Sustainable Development); Fundación Inti Raymi (Inti Raymi Foundation).

El Salvador
CODICH: Corporación Departamental para el Desarrollo Integral de Chalatenango (Departmental Corporation for the Integral Development of Chalatenango); FUSAI: Fundación Salvadoreña de Apoyo Integral (Salvadoran Foundation for Integral Support).

Dominican Republic
EPCA: Equipo de Educación Popular y Comunicación Alternativa (Popular Education and Alternative Communication Group); Fundación Solidaridad—Ayudémonos (The Solidarity Foundation—Let Us Help Each Other).

~ ❖ ~

Financial & Statistical Report

Grant Funding by Activity

1. Food Production/Agriculture
   $4,953,000 (44.0%)
2. Business Development/Management
   $2,360,000 (22.1%)
3. Education/Training
   $2,484,000 (21.0%)
4. Community Services
   $690,000 (6.8%)
5. Ecodevelopment
   $765,000 (6.1%)

Grants by Country

	2000			1972 - 2000	
	New Grants	Grant Supplements	Amounts* 2000	Total Grants	Amounts* 1972-2000
Anguilla	0	0		1	3
Antigua & Barbuda	0	0		8	507
Argentina	0	0		208	25,039
Bahamas	0	0		7	144
Barbados	0	0		11	925
Belize	0	0		78	3,959
Bolivia	0	3	81	239	28,967
Brazil	8	0	1,810	332	38,398
Chile	0	0		256	42,051
Caribbean Region	0	0		61	6,879
Colombia	3	0	909	296	38,147
Costa Rica	1	0	74	216	15,063
Dominica	0	0		75	2,282
Dominican Republic	2	0	157	215	21,255
Ecuador	1	1	256	162	22,447
El Salvador	6	2	1,941	170	23,832
Grenada	0	0		17	540
Guatemala	5	1	1,405	163	23,500
Guyana	0	0		7	294
Haiti	1	0	175	123	12,587
Honduras	0	1	210	147	21,780
Jamaica	0	0		66	3,733
Latin America Region	1	0	142	122	10,413
Mexico	3	5	958	307	40,589
Montserrat	0	0		1	3
Netherland Antilles	0	0		2	126
Nicaragua	2	0	501	143	21,578
Panama	2	0	410	186	21,565
Paraguay	0	0		140	17,426
Peru	9	0	1,678	230	37,129
St. Kitts & Nevis	0	0		6	541
St. Lucia	0	0		12	696
St. Vincent	0	0		12	746
Suriname	0	0		3	347
Trinidad & Tobago	0	0		13	842
Turks & Caicos	0	0		2	12
Uruguay	0	0		127	16,623
Venezuela	4	0	546	141	13,192
TOTALS	**48**	**13**	**11,253**	**4,305**	**514,130**

*** In thousands of dollars, FY 2000 grants total $12,138 ($11,253 from IAF plus $885 in donations, $800 from Raytheon Company and $85 from Levi Strauss Foundation).**

Country Reports

Bolivia

SUPPLEMENTAL GRANTS OVER $10,000

Fundación Inti Raymi (Inti Raymi), $70,000 over one year, to promote participation of grass-roots organizations in Bolivia's National Dialogue, which will implement a Poverty Reduction Strategy with funds freed under the multilateral initiative on debt relief for highly indebted poor countries. (BO-461 Amendment 4)

Inti Raymi Foundation Local Development Fund and Poverty Reduction Strategies (BO-461)

By Christine Krueger
Foundation Representative for Bolivia and Peru

The Inti Raymi Foundation was established in 1991 by the Inti Raymi Mining Corporation, which until recently was the largest gold mining operation in Bolivia. Inti Raymi's mission has been to improve the social and economic well-being of the Aymara families living in communities near the corporation's mining operations. The corporation, faced with the prospect of dwindling mineral resources and prices, in 1997 began to explore new possibilities for the sustainability of the Foundation's programs and new partnerships for local development. In conversations with IAF representatives, the idea took shape for a Local Development Fund (FONDEL) with equal contributions from Inti Raymi and the IAF to serve as seed capital to support sustainable, small-scale projects proposed by the local communities.

The IAF made a $70,000 supplemental grant to FONDEL to enable grassroots organizations to participate in a "National Civil Society Consultation Process towards a Definition of a Poverty Reduction Strategy, Emphasis Production." The United Nation's Development Programme added $98,000 to the fund. The "Consulta" was from February to September 2000 under the guidance of a

Liaison Committee, with representatives from diverse organizations:

- The Federation of Mining Cooperatives (FENCOMIN);
- The Bolivian Federation of Small-Scale Industries (FEBOPI);
- Comité Integrador de Organizaciones Económicas Campesinas de Bolivia (CIOEC-B) (Committee to Integrate Peasant Economic Organizations);
- Confederación Sindical de Trabajadores Artesanos de Bolivia (CSTAB) (Confederation of Bolivian Artisan Workers);

- Central Única de Artesanos Expositores de Navidad, Alasitas y Viajeros al Interior y Exterior del País (FENAENA) (Unified Center of Artisan Exhibitors);
- Civic Committees (departmental level bodies representing the mass and variety of grassroots organizations, in particular departments with presidents who are elected by an assembly of the representatives of these organizations);
- National Confederation of Neighborhood Committees (CONALJUVE).

Indicators of effectiveness:

- Of the 185 national delegates to Diálogo 2000, 42 were from the "Consulta."
- Investment in small-scale productive activities, originally not contemplated in government, International Monetary Fund, and World Bank frameworks on poverty reduction, has been accepted by these actors and is being incorporated in the final design of the strategy, implying that millions of dollars previously not intended for investment in this sector will be available.
- All recommendations that emerged from the "Consulta" process were ratified by Diálogo 2000 for incorporation into the Poverty Reduction Strategy (not yet published as of this writing).
- Representatives of each of the production sectors were incorporated into the discussions on the final design of the Poverty Reduction Strategy, alongside government and business leaders and representatives of international agencies. They also sent a spokesperson to participate in Bolivia's presentation of its proposed Poverty Reduction Strategy at the Paris Club in October 2000.

~ ❖ ~

Brazil

NEW GRANTS

Fundação Rio Madeira (RIOMAR), $338,000 (which includes a $266,667 grant from Raytheon Company) over one year, to improve the education and standard of living of school children in Rondônia, Brazil, by developing and implementing a teacher training program to help lay teachers become certified, particularly in rural areas; providing in-service training for teachers in the primary and secondary schools in Porto Velho and the regions of Jaci Paraná and São Carlos; initiating a long-distance training program; and establishing community development initiatives with local community development councils. (BR-784)

Fundação de Apoio Institucional Rio Solimões (Uni-Sol), $377,335 (which includes a $266,667 grant from Raytheon Company) over one year, to improve the education and standard of living of school children in low-income neighborhoods of Manaus, Amazonas, by providing in-service training to improve the performance of teachers in eight primary schools; train school supervisors to replicate the training methodology to a broader cross-section of teachers in their public schools; support the development initiatives of the community associations of parents and teachers in the communities in which the schools are located; and establish the basic conditions and infrastructure for the development of a

program, including the training of professionals and teachers in long-distance educational methodology and technology. (BR-785)

Fundação de Amparo e Desenvolvimento da Pesquisa (FADESP), $348,992 (which includes a $266,666 grant from Raytheon Company) over one year, to develop a community-based approach to improve the education and standard of living of school children through curriculum development and teacher training; provide vocational training for adults; develop a long-distance education program; and develop a local "Agenda 21 Initiative" in conjunction with the global program established at the Earth Summit in 1992, targeting sustainable development in the 21st century. (BR-786)

Centro de Educação Popular (CEPO), $438,988 over two years, to improve the quality of life of families by developing a comprehensive regional development program with four nonprofit organization partners. This program will implement a farmers' market, establish an agricultural loan fund for farmers, develop a recycling sorting facility, and make improvements to an aluminum manufacturing cooperative that employs area residents and provides income for sector vendors. (BR-787)
Pending final agreement.

Fundação Bento Rubião (FBR), $300,036 over three years, for a cooperative self-help housing project in low-income neighborhoods of Rio de Janeiro. Individuals will benefit from the construction of houses, and heads of household will improve their construction skills through 80 hours of intensive construction training provided by government and private sector partners. The housing development will serve as a model for low-income housing in the city. (BR-788)

Associação dos Pequenos e Médios Produtores Rurais da Cristâlandia e Região das Capoeiras (ASSPRUCC), $147,254 over two years, to implement an agricultural support project for a low-income producers association in Pará. Community members will benefit from new wells, pig and goat raising sites, additional farm equipment, and an experimental farm plot designed to improve the farming skills of 200 youths. This project will serve as a model for small-scale producer associations located in agrarian reform settlements throughout the Amazon. (BR-789)

Associação de Artesãos do Morato (AAM), $109,597 over three years, to improve the quality of life of artisans and their families by providing technical assistance and training in craft work, installing craft workshops, building a craft store, and providing contracting, accounting, and health training support for community members of Morato. (BR-791)

Pending final agreement.

Fundação O Boticário de Proteção à Natureza (FBPN), $550,000 over five years, to create a fund to improve the quality of life of low-income regions and communities by promoting environmentally sustainable development initiatives. The fund will support projects with small grants of less than $75,000. It will develop a rigorous methodology for analyzing environmentally sustainable grassroots development projects in Latin America. Low-income beneficiaries will improve their quality of life directly through small-scale development projects supported by the fund. (BR-793)

Pending final agreement.

Fundação O Boticário de Proteção à Natureza (BR-793)

By Judith Morrison
Foundation Representative for Brazil and Colombia

The Fundação O Boticário de Proteção à Natureza (FBPN) is a Brazilian corporate foundation—the second largest Brazilian environmental funding institution and a leader in environmental research and education. The FBPN is partnering with the IAF in a small grants fund project designed to maximize the grassroots eco-development experiences of both institutions. The project maximizes the comparative advantages of the FBPN's environmental programs with the IAF's experience in low-income grassroots development. This partnership will directly improve the quality of life of low-income beneficiaries and provide both institutions with opportunities to improve their grant making by exchanging best practices and maximizing resources.

The fund will provide $1 million to 15 grassroots organizations through small grants of less than $75,000. These grants will enable these organizations to purchase equipment, infrastructure, agricultural inputs, and training using the eco-development principles of preserving natural resources and developing social systems that guarantee economic security. The criteria for selection of projects are emphasis on grassroots development, project sustainability, environmental sustainability, natural preservation, and intersectoral partnerships.

FBPN is a nonprofit foundation incorporated in 1990. Its mission is to foster conservation and natural preservation through programs in conservation, natural preservation, and community education. The FBPN eco-preservation site was recognized in 1999 as a UNESCO World Heritage landmark; it has also received the Prêmio Eco Award from the American Chamber of Commerce in São Paulo and the Paraná State Environmental Award.

The FBPN will provide beneficiary organizations with technical assistance and monitoring support to improve project sustainability and to enhance project results. This technical assistance will utilize FBPN's technical staff, along with a network of scientific experts supported over the past 10 years by the FBPN's Program to Promote Conservation (PICN). In addition to the expertise of these FBPN affiliates, each project participating in this small grants fund will receive at least one annual monitoring visit. During these visits, the FBPN will provide relevant technical assistance and capacity building for grassroots organizations. FBPN will lend its institutional

expertise in environmental project administration and assessment by disseminating a call for proposals that emphasize low-income regions, particularly the Brazilian northeast. The FBPN and the IAF will each commit $550,000 over five years to support grants and related costs through a matching funds cooperative agreement.

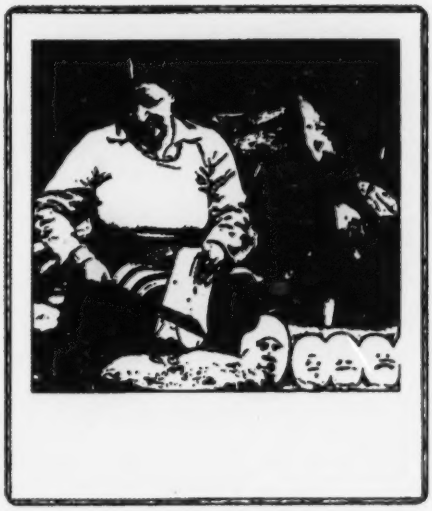
The IAF will work closely with the FBPN staff and its 10-member board. The FBPN will incorporate the IAF's *Grassroots Development Framework* (GDF) to monitor projects, and the IAF will work with the FBPN to expand and improve environmental indicators for the GDF. This exchange of best practices will create models that can be replicated by other organizations, public or private.

~ ❖ ~

Colombia

NEW GRANTS

Corporación SISMA-Mujer, $301,887 over two years, to improve the quality of and access to education in rural areas of the department of Cundinamarca. The project also will improve the participatory mechanisms for community groups to influence and help formulate curricula for local schools. Together, teachers and community groups will define innovative techniques and initiatives geared to local conditions. As a result of the project, rural students will have access to better education. (CO-493)



Corporación Con-Vivamos, $238,190 (which includes a $30,000 grant from the Levi Strauss Foundation) over three years, to organize small businesses in the northeast communities of Medellín into an economic network and create a commercial center to increase efficiency, improve quality, and provide a sales outlet for products manufactured locally, increasing both economic activity and the economic resources that stay in the area. (CO-495)

Fundación Carvajal, $399,116 over three years, to establish a loan fund that will enable families in Comuna 14 of the Aguablanca district of Cali to work with teachers to improve the physical environment of homes and schools so that primary students may develop in an atmosphere more conducive to learning, thereby improving the results of the educational system in all of Comuna 14. (CO-496)
Pending final agreement.

Costa Rica

NEW GRANTS

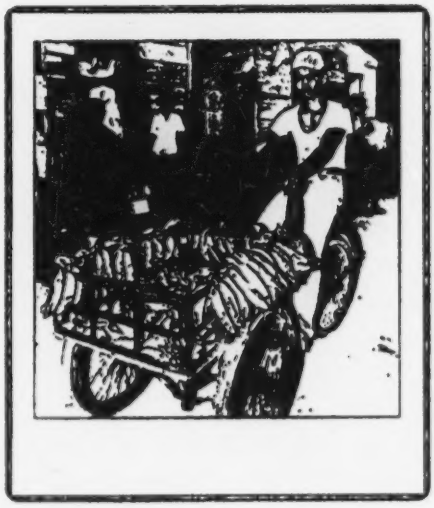
Fundación Localidades Encargadas de la Administración del Desarrollo (Fundación LEAD), $99,119 (which includes a $25,000 grant from the Levi Strauss Foundation) over two years, to train local citizens in Pérez Zeledón and five other Costa Rican municipalities in strategic planning, decentralization of local power, municipal legislation, the operations of district committees, and the formulation of micro-projects and information systems to administer special government allotments for local development. It will also support a trust fund to finance local development projects of direct benefit to local residents. (CR-326)

Dominican Republic

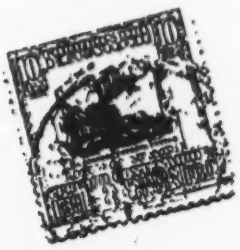
NEW GRANTS

Instituto para la Cultura y la Autogestión Popular de la Región Noroeste, Inc. (INCAP), $125,000 over four years, to strengthen rural agricultural credit cooperatives, enhance agricultural production, increase participation by women in cooperative management, and assist farmers in obtaining and/or using land titles. INCAP will provide loans to cooperative members and their families. (DR–315)

Fundación de Desarrollo de La Rancha, Inc. (FUNDELAR), $61,600 (which includes a $30,000 grant from the Levi Strauss Foundation) over two years, to establish a community-owned bakery in the southwestern Dominican village of La Rancha. The bakery will sell nutritional biscuits to the Ministry of Education which will distribute them to local schools. FUNDELAR will manage and staff the bakery and will use a portion of the net proceeds to fund local development initiatives. (DR–316)



Ecuador



NEW GRANTS

Asociación de Parroquias Rurales y Barrios Suburbanos del Cantón de Cuenca (APR), $251, 000 over two years, to strengthen the leadership and administrative skills of the local residents elected to the parish councils within the municipality of Cuenca, through training activities, preparing local development plans, conducting pilot projects, and formulating ordinances and procedures to serve as models for the entire country. (EC-377)

El Salvador

NEW GRANTS

Coordinadora para la Reconstrucción y el Desarrollo (CRD), $244,800 over two years, to organize and carry out workshops that will help the Guazapa, Delgado, Tacuba, and Atiquizaya municipalities and their community organizations work together to develop and implement municipal and community development plans. (ES-191)

Fundación para el Desarrollo de la Ciencia y la Tecnología (FUDECIT), $293,387 over three years, to provide El Sitio, Siguatepeque, Los Almendros, and El Limón communities in the municipality of San Ildefonso, San Vicente, with the training, technical assistance, and credit needed to address basic organizational, administrative, health, agricultural, and conservation problems, thereby benefiting the area's inhabitants. (ES-193)

Asociación de Comunidades Campesinas Ángel María (ACCAM), $266,600 over three years, to help cooperatives comprised of low-income farmers and their families in the municipality of Santa Isabel Ishuatan establish a basic grains production and marketing operation, which will increase production and income and create a climate for long-term economic development in the municipality. (ES-194)

Agencia de Desarrollo Económico Local/Oficina de Trabajo (ADEL/OAT), $289,640 over three years, to provide the training, technical assistance, and loans needed in the municipality of Paisnal to organize a local development council, establish small rural enterprises, and help the area's small-scale farmers adopt soil conservation techniques on their land that can be replicated by their neighbors. (ES-195)

Asociación para la Organización y Educación Empresarial Femenina de El Salvador (OEF), $237,586 over three years, in collaboration with the municipality of Acajutla, to help communities surrounding the Puerto de Acajutla recover from Hurricane Mitch; and to strengthen the institutional capacity of municipal leaders by establishing a training program and loan fund benefiting individuals, primarily women heads-of-household and municipal personnel, improving indirectly the quality of life of community residents. (ES-196)

Fundación Salvadoreña para la Reconstrucción y el Desarrollo (REDES), $256,100 over two years, to help street vendors establish and operate a daily market in different locations in the historical center of the municipality of Mejicanos, thereby increasing vendors' income and providing community members easier access to fresh fruits and vegetables. (ES-198)

Patronato para el Desarrollo de las Comunidades de Morazán y San Miguel (PADECOMSM), $349,300 over three years, to organize and implement training, technical assistance, and credit programs; and to increase the administrative and operational capacity of the municipal government and local development organizations in the municipalities of Rosario and Jocoaitique, Morazán. The project will enable organizations to coordinate their development efforts and address the area's health, education, production, marketing, infrastructure, and environmental problems, benefiting the majority of Rosario and Jocoaitique's inhabitants. (ES-180-A1)

~ ❖ ~

Guatemala

NEW GRANTS

Fundación para el Desarrollo Educativo, Social y Económico (FUNDADESE), $304,293 over three years, in alliance with the municipal government of Chichicastenango and the Ministries of Health and Agriculture, to train and bring new services to low-income families to improve health care and increase agricultural production and sales. Collaborating with the municipal government and other organizations, FUNDADESE will also help establish a new Municipal Planning Office and Municipal Technical Unit that will work closely with community organizations to develop and implement Chichicastenango's municipal plan for the next five years. (GT-260)

Instituto de Investigación y Desarrollo Maya (IIDEMAYA), $362,044 over three years, to work with the Banco de Desarrollo Rural, S.A. (Banrural), on establishing a loan fund ($128,205 from IAF and $384,615 from Banrural) to provide loans, averaging $480 each, to rural microenterprises, giving priority to rural and urban businesses that encourage the sustainable use of renewable natural resources. IIDEMAYA also will provide technical assistance and training to business enterprises to help ensure their maximum growth and sustainability, increasing their potential to create additional jobs for low-income workers. (GT-261)

Asociación Fomento del Desarrollo Rural en San Marcos (FODESAR), $329,851 over three years, to increase agricultural production, incomes, and base-group organizational capacity (including women's participation) in low-income rural communities of San Marcos, by providing loans, small grants, training, and technical assistance to community organizations across the municipalities of Ixchiguan, Tajumulco, and Sibinal. FODESAR will work in collaboration with municipal governments and government social investment funds. (GT-262)

Asociación Campesina Indispensable para el Desarrollo en Salud, Social, Económico y Agropecuario (ACIDSEA), $122,800 over four years, to increase the incomes and improve the knowledge and skills of its low-income farmer members by providing small loans, training, and technical assistance in producing and marketing organic coffee, ornamental plants, avocados, and other cash and food crops. (GT-263)

Asociación para el Desarrollo Económico, Educativo y Cultural de Guatemala (ADEEC), $281,750 over four years, to improve the quality of life in extremely low-income Q'eqchi communities in the Rio Polochic region (municipalities of La Tinta and Tucuru) of the department of Altaverapaz. ADEEC will conduct a training and technical assistance program for individuals that will result in stronger community organizations, higher incomes for small-scale farmers and women artisans, and higher levels of basic education for youths. (GT-265)

Asociación Campesina Indispensable para el Desarrollo en Salud, Social, Economico y Agropecuario (GT-263)

By Jim Adriance
Foundation Representative for Guatemala

Asociación Campesina Indispensable para el Desarrollo en Salud, Social, Economico y Agropecuario (ACIDSEA) is a grassroots membership organization of 108 low-income residents from five small communities 20 miles south of Guatemala's western city of Quetzaltenango. The association was created by families from the community of El Palmar that were displaced by the explosion in 1990 of Santiaguito, a nearby volcano. Santiaguito again exploded in 1998, and later that same year Hurricane Mitch roared through the area. Palmar's village center was sliced in two by the lava flow and crop fields were blown over and destroyed by Mitch. Thin footbridges now cross the wide crevice left by Santiaguito's lava, giving some residents access to their farm plots still in use.

Initially, ACIDSEA mobilized medical and other emergency supplies for the displaced families in its communities. Also, it reconstructed parts of the communities destroyed by Santiaguito and it helped convince the government to help those left homeless establish a new town—El Nuevo Palmar. After a period of crisis management, ACIDSEA members have gradually been able to take the longer view and have begun the slow process of development. One of ACIDSEA's biggest frustrations was the lack of national or international support for development in their region. Most development agencies were working in the higher profile areas hit hardest during Guatemala's civil war—the western highlands, or Zona Paz. Few resources were available for the foothills where ACIDSEA faced similar development challenges. In spite of these early troubles, ACIDSEA convinced two agencies to support it. The Fondo de Desarrollo Indígena de Guatemala (FODIGUA) and the United Nations Development Programme (UNDP) provided small loans or grants (from $10,000 to $20,000) for agriculture and training. The UNDP funding allowed 35 previously landless ACIDSEA members to buy a farm, which they divided into small plots. For environmental reasons, members decided to leave the large trees on this new land rather than sell them as timber. These trees now provide needed shade for the high-value organic coffee and ornamental plants ACIDSEA plans to grow with IAF support.

In part because of ACIDSEA's lack of alternatives, the IAF took a close look at its proposal and found a coherent membership group with a feasible long-term

plan for its future—if only it could find support to take the next step. The IAF decided to fund part of ACIDSEA's plan to plant long-term, high-value cash crops, such as organic coffee, ornamental plants, and avocados. Under IAF grant GT-263, ACIDSEA will manage a rotating credit fund for its members and train them in managing the new crops. ACIDSEA will also educate a local trainer in each of the five participating communities. Once the project is over, the community trainer will be responsible for ongoing training of member farmers, especially in organic methods and meeting quality standards for market. Additionally, ACIDSEA will establish demonstration plots in three communities to give a practical dimension to its training program.

ACIDSEA has the support of local mayors and found a business partner for its work. Local mayors have committed $10,000 to ACIDSEA's efforts in the form of credit, transportation, meeting space, and administrative support. Planeta Uno S.A., an export company based in Guatemala City, has promised to market ACIDSEA's organic coffee to buyers in Europe and the United States.

~ ❖ ~

Haiti

NEW GRANTS

Banque Haitienne de Développement (BHD), $175,000 over four years, to establish, in partnership with community credit unions and cooperatives, a revolving loan fund to match community investments in economic projects and a decentralized system for remittance transfers in Haiti. Remittance transfer fees will finance loans to credit union and cooperative members for investment in agriculture, tourism development, and small enterprise expansion. (HA-190)

Banque Haitienne de Développement (HA-190)

By Carlo Dade
Foundation Representative for Haiti and the Dominican Republic

The IAF has given $175,000 over three years to the Banque Haitienne de Développement (BHD) to set up an electronic remittance transfer system to capitalize rural credit unions and cooperatives and fund local development initiatives.

Remittances—money sent home by immigrants working abroad—are on the order of $17 billion a year throughout Latin America, and it is estimated that Haitians living abroad send home between $400 million and $800 million a year. Channeling even one-half of 1 percent of this flow for productive investment and development could produce upward of $2 million in new capital.

BHD is one of the principal banks of the organized poor in Haiti. Its 80,000 members are comprised of small rural and urban credit unions and cooperatives, who own one-half of BHD shares. Individual investors owning the remaining shares. No single investor owns more than 10 percent of the bank's total shares.

The BHD plan is to implement, at competitive rates, a new system for transferring remittances from Haitians abroad to their relatives in Haiti through local credit unions and cooperatives using an international electronic banking transfer system. Originating agencies abroad, the BHD, and the credit unions and cooperatives will share fees charged to the sender for transferring remittances. With current transfer systems, 90 percent of the fees charged to send money remains in the United States. With the BHD plan, these fees will be shared equally on the sending and receiving ends, with local credit unions and cooperatives receiving about 20 percent of the fees, which they will use to finance loans for small-scale local productive enterprises. Credit union and cooperative members will be able to access funds using ATM-like cards.

The IAF has given BHD a $75,000 grant over four years to set up a revolving loan fund to provide computers, card readers and related equipment, and financial management training to member credit unions and cooperatives. Once the credit unions and cooperatives begin to earn fees from remittance transfers, the IAF will provide BHD an additional $100,000 grant, to which BHD will contribute $25,000 to match and accelerate lending by these credit unions and cooperatives to their approximately 60,000 members without access to capital.

Honduras

SUPPLEMENTAL GRANTS OVER $10,000

Instituto Nacional de Ambiente y Desarrollo (INADES), $210,000 over two years, to help strengthen the capacity of the Coordinadora Interinstitucional de Desarrollo Integral (CINDI) and other community organizations so that they may help reconstruct communities around the Guajiquiro, Las Trancas, and El Cedro biological reserves damaged by Hurricane Mitch. These organizations will help rehabilitate the damaged communities' social and productive infrastructures, provide curative and preventive health services, and improve land-use, reforestation, and watershed management practices. (HO-224-A1)

Mexico

NEW GRANTS

Coordinadora de Organizaciones Campesinas e Indígenas de la Huasteca Potosina, A.C. (COCHIP), $344,668 over three years, to increase the standard of living of peasant and indigenous families from the Nauatl and Teenek ethnic groups, through a regional economic development strategy that improves the production, processing, and marketing of organic coffee, citrus, and brown sugar by small-scale farmers, and the small-scale production of eggs, chickens, rabbits, vegetables, fruit trees, and medicinal plants by indigenous women. Beneficiaries of the project are from the three municipalities of Xilitla, Axtal, and Tacanhuitz in the state of San Luis Potosí, Mexico. (ME-434)

Desarrolladora de Emprendedores, A.C. (DEAC), $110,000 over three years, to benefit residents of the Valle Chalco, state of Mexico, by expanding the village banking capacity by 100 percent, increasing beneficiary asset accumulation, and allowing access to higher levels of credit for members with proven track records. It also will introduce hand-held digital organizers and a centralized information technology system. (ME-438)
Pending final agreement.

Comité de Promoción Social del Valle del Yaqui, A.C. (PROVAY), $386,400 over three years, in collaboration with the municipality of Cajeme, Fundación del

Empresariado Sonorense, and the Fundación de Apoyo Infantil Sonora, to help improve the living conditions of low-income residents by implementing a local development project that will enable low-income women heads-of-households to build safe and durable ecological homes, promote microenterprise development for individuals, and improve environmental conditions for community residents. (ME-441)

SUPPLEMENTAL GRANTS OVER $10,000

Fundación Juan Diego (FJD), $110,000, to increase the number of savings and loan branches of Servicios Financieros Comunitarios (FinComun), an FJD subdivision; to expand the program geographically by partnering with NGOs in the interior of Mexico; and to increase operational efficiency by providing a computer-based system for credit promoters that will increase their client capacity. The project will provide credit and savings opportunities to low-income beneficiaries and transfer the proven FJD methodology to other low-income regions in Mexico. (ME-418-A1)

Fundación para la Productividad en el Campo, A.C. (ME-431)

By Bob Sogge, Foundation Representative for Mexico

Fundación para la Productividad en el Campo, A.C. (APOYO), a Mexican non-governmental organization, has received national and international recognition for its leadership in creating an innovative model to transfer cash resources (remittances) from migrants living abroad to co-fund local economic development projects in their low-income communities of origin in Latin America and the Caribbean. APOYO has established mechanisms to channel remittances from Mexican-American associations in the United States to support economic production projects in the migrants' former home communities in Mexico. APOYO's goal has been to reduce migration to the United States by increasing income-generating opportunities in poor communities in the Mexican states with the highest migration rates.

As part of this project, APOYO will manage a revolving loan fund of $400,000 that each year will provide small loans to low-income producer groups in several Mexican states to increase their agricultural production and income, benefiting small-scale farmers and small businesses. Mexican-American associations in California, Texas, and other U.S. states will co-fund these economic development projects in their former communities with financial support totaling $200,000. Financial resources from six sources will constitute a one-to-five matching plan for local production projects. The IAF and APOYO each will contribute $200,000 to a permanent revolving loan fund. Mexican-American associations in the United States, Mexican states, and the Mexican federal government will each provide at least $200,000 in additional co-funding for individual projects. The local producer groups will donate in-kind labor valued at more than $200,000.

In addition to managing the revolving loan fund, APOYO will provide producer groups technical assistance in environmentally sound agricultural production techniques, financial management, and marketing. APOYO will coordinate the process through which producer groups in Mexican communities negotiate and receive financial support from U.S.-based Mexican-American associations with members originally from those same communities. APOYO will also promote and coordinate financial support from Mexican states and federal government agencies for these loan projects.

~ ❖ ~

Nicaragua

NEW GRANTS

Fundación por la Unidad y Reconstrucción de la Costa Atlántica (FURCA), $148,162 over three years, to enable low-income indigenous communities in the Atlantic Coast region of the Mina Rosita municipality to improve agricultural production, food production, consumption, nutrition, and conservation of natural resources, through a program of reforestation, family gardens, mixed cropping systems, environmental measures to reduce soil erosion, and activities to develop artisan products and markets using local forest products. The project will benefit indigenous families. (NC-232)

Asociación para el Desarrollo de la Costa Atlántica (PANA PANA), $352,640 over three years, to expand a revolving loan fund to support small-scale agricultural, artisan, fishing, and business projects in the communities of indigenous victims of Hurricane Mitch; and to provide loans and conduct training workshops in seven different communities. The project also will fortify the local association of indigenous communities. (NC-235)

~ ❖ ~

Asociación Aldea Global Jinotega (NC-222)

By Kaye Pyle
Foundation Representative for Nicaragua

Asociación Aldea Global Jinotega (PAGJINO) started in 1992 with the goals of strengthening small-scale, sustainable agricultural practices and increasing community participation in the northern municipality of Jinotega. The average monthly income for a farm family of seven is about $50 a month, and, due to malnutrition and lack of access to clean water, infant mortality rates are the highest in the country (i.e., 97 per 1,000 births).

With IAF support beginning in 1996, PAGJINO has expanded from 20 communities to 42, and now provides services to 1,500 farmers, of which nearly half are women. PAGJINO has conducted training courses and demonstration workshops for 350 farmers. It has provided small loans to plant 500,000 fruit and wood trees, establish 255 irrigation systems, and construct 500 compost bins, 20 metal silos, and 25 kilometers of erosion control barriers. The staff of 28 professionals includes 20 agronomists and seven rural development promoters. In addition to IAF grants, PAGJINO has received support from Mercy Corps International of Oregon, Proyecto Aldea Global of Honduras, and the Nicaraguan Ministry of Agriculture.

PAGJINO has far-reaching but concrete aims for the current project. It expects all participating farmers to stop the practice of slash-and-burn to clear their land, and it anticipates a 200 percent increase in grain production, a 50 percent decrease in the use of chemicals, and the establishment of 62 new irrigation systems. In addition, PAGJINO is promoting the creation of a farmers association that will become part of a municipal-wide planning and service delivery network.

On the market side, PAGJINO has begun research and analysis of non-traditional vegetable markets, such as exporting tabasco chiles to the United States. A one-year IAF grant will enable the association to study the economics and risks of the business, develop a marketing plan, create and design development plans, form a management team, prepare a financial plan, and propose financing and investor's return.

On the horizon? PAGJINO hopes the Nicaraguan government will establish a 2,000-hectare nature reserve in Jinotega and that PAGJINO will co-manage it and obtain exclusive rights to develop the area over a 10-year period. Potential projects include eco-tourism, conservation and natural resources management, environmental education, and sustainable agriculture production, including alternative markets as well as environmental restoration.

Panama

NEW GRANTS

Fundación para la Promoción de la Mujer (FUNDAMUJER), $201,955 over three years, to provide training and technical assistance in artisan activities, construction, vocational trades, computer science, and hotel and tourist services to low-income men and women in both rural and urban Panama. The project's objective is to increase employment, income, and technical and administrative skills of the participants. (PN-267)

Asociación para el Desarrollo del Micro y Pequeño Productor (ADEMIPP), $207,380 over two years, to provide training, technical assistance, and loans, along with infrastructural improvements in agro-forestry, irrigation, and agro-ecology activities, for peasant families in the Macaracas district of rural Panama. The project's objective is to increase food security, agricultural production, diversification and marketing, and rural incomes, as well as to conserve natural resources. (PN-269)

~ ❖ ~

Fundación para la Promoción de la Mujer (PN-267)

By Kevin Healy
Foundation Representative for Panama, Honduras, and Costa Rica

The Fundación para la Promoción de la Mujer (FUNDAMUJER) is a Panamanian non-governmental organization (NGO) working to provide urban and rural women with marketable skills. FUNDAMUJER received a $201,000 grant from the IAF to expand its program of vocational training and placement of low-income women and men in occupations such as construction, computer-related work, hotel/tourism services, and commercial crafts. FUNDAMUJER will benefit low-income women and men and create opportunities for the private sector to support its training and job-placement programs.

The IAF grant will help train people in concrete and brick work, electricity, lacquer work, specialty painting, and plumbing, and then place them in construction jobs. Training will include 15 courses of 150 hours each, as well as apprenticeship in local businesses. In addition, FUNDAMUJER will conduct workshops to train women artisans to make high quality commercial products including baby and children's clothing and needlepoint tablecloths. The program will help some of the artisans form group businesses that will increase family incomes. Through courses in computers and hotel/ tourism services, participants may prepare to take advantage of employment opportunities in these rapidly expanding economic sectors.

FUNDAMUJER, a women's training organization, was founded in 1990 by Teresita de Ávila, one of the pioneers for progressive women's rights legislation within the Panamanian National Congress. FUNDAMUJER puts training programs together for diverse social sectors and micro-regions. Over the years, it has honed its teaching methodologies, identified talented instructors, and helped spread its programs to provinces where critical skills deficits and poverty are widespread. It has developed a flexible, mobile operating style to detect emerging income and employment opportunities within a global economy. In its extensive artisan training, FUNDAMUJER has worked with artisan production groups from Panama City, Panama Oeste, Herrera, and Los Santos. FUNDAMUJER's workshops have improved the income-earning skills of poor, marginally employed women by enabling them to diversify production in line with the country's marketing opportunities. Underlying FUNDAMUJER's philosophy is the belief that "life skills" are as important as "social skills," especially for low-income women who want to become active citizens in their communities.

Peru

NEW GRANTS

Bosques del Norte, S.A., $205,350 over two years, to provide agricultural technical assistance, training, and marketing support to farm families implementing sustainable agricultural practices in the semi-arid carob forests of northern Peru. (PU-486)

Empresa Multicomunal de Servicios Agropecuarios Arapa-Chupa de R. Ltda. (EMUCOSA), $138,950 over two years, to improve the income and well-being of farm families in the municipalities of Arapa and Chupa by training farmers, enhancing the genetic quality of local sheep flocks, establishing facilities to maintain animal hygiene, improving the quality and productivity of local pastures, and constructing and operating a processing plant to produce chalona, a salt-dried mutton. (PU-492)

Centro de Estudios y Desarrollo Social (CEDES—APURIMAC), $200,000 over two years, to provide to small-scale farmers in the district of Pichirhua, Abancay, loans, production supplies, technical assistance, and marketing support in the commercial production of pear cactus fruit, honey, and small livestock. (PU-493)

Instituto Peruano de Investigación y Desarrollo (IPID), $195,600 over three years, to provide technical assistance in production and design, loans for greater production capacity and efficiency, and marketing services to enhance the economic viability of small-scale artisan enterprises producing ceramic crafts in Chulucanas district, and to provide employment for artisans. (PU-494)
Pending final agreement.

Instituto Peruano de Apoyo al Desarrollo Integral Comunitario (IPADIC), $224,530 over three years, to work with the San Juan district government, a local dairy plant, the Network of Men and Women Promoters, the Association of Municipal Agents, and families in rural areas in the San Juan district to establish the San Juan Bautista Loan Fund and the Municipal Rural Development Operations Center to help families improve agriculture, dairy, and forest production and marketing, and to form the San Juan Municipal Development Group. (PU-495)

Centro de Investigación y Promoción Social "Sara La Fosse" (CIPS), $230,000 over three years, to carry out an inte-

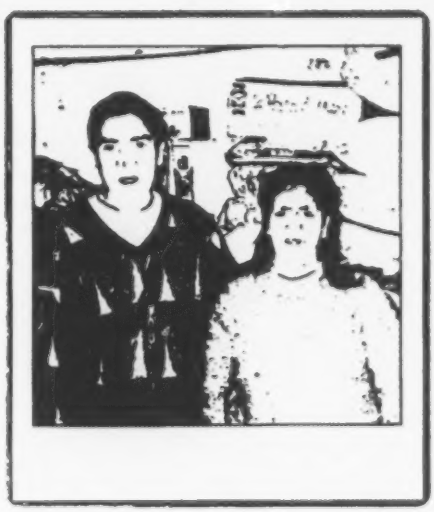
grated program of irrigation, agricultural and livestock production, and health and nutrition education for rural families in Collambay, Sinsicap, and San Ignacio, in the department of La Libertad in northern Peru, and to assist community organizations as well as public and private sector collaborators to form a local development coordinating group to sustain local development initiatives. (PU-497)

Instituto de Gestión de Cuencas Hidrográficas Samanga (IGCH), $227,207 over three years, to work with grassroots organizations in watershed areas in the mountainous region of Piura department, near the Ecuadorian border, the Ayabaca district municipal government, and Peruvian government programs and businesses to create small-scale irrigation systems, improve eroded hillsides of forests, and create community-operated rural enterprises that are environmentally sound and financially profitable. (PU-498)

Asociación para la Investigación y Desarrollo Integral (AIDER), $120,740 over two years, in collaboration with the municipal government of the district of Tambo Grande, to enable the families of the indigenous communities of Távara and Locuto to improve their methods of breeding pigs and sheep and to learn to grow vegetables using hydroponics farming techniques. Farmers and their families will benefit from the project by increasing their incomes from the sale of pigs and sheep and improving their nutrition through the consumption of meat. (PU-499)

Centro de Asistencia Proyectos y Estudios Rurales (CAPER), $135,600 over two years, in collaboration with the Chamber of Commerce of Huaura and the nongovernmental organizations Asociación Parroquial de Acción Social (ASPAS) in Pativilca and the Instituto de Educación Rural (IER) in Mazo, to assist beekeepers from different rural districts in the provinces of Huaura and Barranca to improve the production and marketing of honey and to sell it through a jointly owned and operated microenterprise. (PU-500)

~ ❖ ~



Empresa Multicomunal de Servicios Agropecuarios Arapa–Chupa de Responsabilidad Limitada (PU-494)

By Wilbur Wright
Foundation Representative for Ecuador and Peru

In 1995, 18 rural community enterprises agreed to pool the limited capital they possessed and form the Empresa Multicomunal de Servicios Agropecuarios Arapa—Chupa de Responsabilidad Limitada (EMUCOSA). After five years of planning, studies, partnership building, and fund raising, EMUCOSA now is launching an ambitious project that includes genetic improvement of farmers' flocks, the introduction of improved forage crops, and the construction of a chalona (a salt-cured mutton processing plant). The project will directly benefit 2,700 local residents.

EMUCOSA is not taking this ambitious step alone. The local municipalities of Arapa and Chupa have offered their enthusiastic support and have signed formal commitments to provide logistical and technical resources. Both government bodies will provide the sites for project infrastructure, trainers in animal hygiene, pasture management, organizational development, vehicles, and engineering services for the construction of the processing plant. Additional support in the form of technical and oversight assistance is anticipated from the Catholic Church, both locally and at the diocesan level.

Resources provided by the Inter-American Foundation will enable the local farm families to improve the size and health of their sheep and increase their flocks. Funded project activities will improve the productivity of existing pastures through the introduction of improved varieties of grasses and the more efficient use of organic fertilizers. The animal hygiene activities and genetic upgrading also will enhance the body size and fleece density of the animals. All these factors will bring direct benefits to project participants through higher quality meat and wool for domestic use and greater income from each animal marketed.

EMUCOSA represents the collective action of area farmers to save their livelihoods and rekindle optimism that their children will have economic opportunities in the area. Through this cooperative effort, an area of natural beauty and tranquility can also be a place of economic stability and promise for the future.

~ ❖ ~

Regional-Latin America

NEW GRANTS

Asociación Latinoamericana de Organizaciones de Promoción (ALOP), $141,850 over 18 months, to strengthen the institutional capacity of non-governmental organizations (NGOs) in Latin America and the Caribbean to establish and maintain innovative and sustainable alliances with local governments that support the development initiatives of poor and low-income communities. As a result of training, technical assistance, conferences, case study reports, and dissemination activities, development practitioners and NGOs will increase their organizational and project implementation capacity to conduct NGO-government alliances that will improve the quality of life of low-income people. (LA-156)

Venezuela

NEW GRANTS

Fundación para la Infancia y la Juventud (OPPORTÚNITAS), $240,000 over three years, to provide a program of technical and financial support to local organizations that implement programs for children and youth in the state of Carabobo, Trujillo, Anzoátegui, and Caracas. The project provides funds, training, and organizational assistance to community and non-governmental groups to carry out small local projects in education, employment, and civil participation for marginalized children and adolescents. The project also will strengthen the links between Venezuelan youth-oriented organizations and will augment their institutional capacity. (VZ-172)

Equipo de Formación, Información y Publicaciones (EFIP), $100,000 over three years, to train unemployed, out-of-school youths in San Francisco de Zulia in trades linked directly to local economic activities. EFIP will provide youths with formal schooling to compensate for any deficiencies in writing and basic mathematics. EFIP will also train youths in basic personal and professional skills and secure apprenticeships with local entrepreneurs. To ensure their continued participation and to optimize employment opportunities, EFIP also will work with community groups and the youths' families. (VZ-182)

Fundación Papyrus, $100,000 over three years, to work with local children in schools to establish paper recycling programs that directly benefit the student population by producing income for books, equipment, facility maintenance, and special educational programs. Fundación Papyrus will reach students between 12 and 18, as well as teachers who will train in the best recycling practices. Teachers will be instructed in how to recruit and train student participants in basic recycling techniques. Among the students of the targeted schools, Fundación Papyrus will develop a heightened awareness of the importance of recycling. The students, working closely with the teachers, will establish and operate the paper recycling centers on the school premises. (VZ-183)

Fundación para la Capacitación y Mejoramiento Social del Joven Torrense (FUNCAMET), $106,000 over two years, to provide out-of-school, unemployed youths in the municipality of Torres in the state of Lara with trades. A comprehensive program will give youths formal training in one of 10 different trades linked directly to the growing tourism industry in the region and will provide employment in the local crafts sector. The project will help the youths establish small businesses through a revolving loan fund. FUNCAMET will also establish a community center to market goods produced by the youths and allow them to refine their skills as craftsmen. (VZ-184)
Pending final agreement.

Fundación para la Infancia y la Juventud, A.C. (VZ-172)

By Audra Jones
Representative for Venezuela, Paraguay and Argentina

The Fundación para la Infancia y la Juventud, A.C. (OPPORTÚNITAS) is dedicated to addressing two of the most critical social problems facing Venezuela today: an exploding young adolescent population and high levels of poverty and unemployment. Despite its reputation as an oil rich nation, Venezuela faces serious socioeconomic problems. More than 80 percent of the population "officially" lives in poverty. According to national statistics, close to 18 percent of the population is unemployed; unofficial projections estimate unemployment to be upward of 25 percent. Additionally, more than 50 percent of the population is under the age of 35, which means that Venezuelan labor force is very young. Many youths work in the informal sector.

OPPORTÚNITAS was established in 1998 with a membership of more than 100 local and regional non-governmental organizations dedicated to addressing the development limitations facing Venezuelan youths. OPPORTÚNITAS established its national reputation for excellence in youth program planning and implementation when it was selected to turn around a failing government youth program. Today, almost four years later, OPPORTÚNITAS is working with the Inter-American Foundation to undertake a youth-focused local development program. OPPORTÚNITAS is capitalizing on its membership network, as well as private sector contributions, to promote grassroots programs that will improve directly the lives of 800 youths in Carabobo and Caracas, two heavily populated areas of the country.

OPPORTÚNITAS, in conjunction with local government, private sector, and community youth groups, will establish two regional committees in Carabobo and Caracas. The committees will serve as the focal point for discussing, devising, and implementing regional youth strategies. Each committee will have a regional fund to provide resources for specific projects and program activities at the local level. Initially, the committees will support youths in the target states to improve their access to basic hygiene and remedial education, job and microenterprise development training, and training in their basic legal rights under the new Venezuelan Constitution.

OPPORTÚNITAS is taking steps at the national level to raise public awareness for support of youth programs. Through an aggressive public relations campaign that includes print, radio, and television commercials, OPPORTÚNITAS intends to highlight opportunities that better the conditions of Venezuela's youth. The project is intended to be a model that could be replicated easily in other parts of the country.

LA COMPAÑIA DE
DE PACARENCA
AGRADECE A LA FUN
CION INTER AMERICA
NA.
A 22 A 1986
9-NO
DEL CASERIO
AQUIA

Inter-American Foundation

Grant Program for Fiscal Year 2002

(October 1, 2001 to September 30, 2002)

The mission of the Inter-American Foundation (IAF) is to promote sustainable grassroots development throughout Latin America and the Caribbean. To that end, the IAF provides cash grants to help community and non-profit organizations in Latin America and the Caribbean implement their own creative ideas for development and poverty reduction. IAF favors proposals that are based on direct participation by beneficiaries in the design and management of project activities. As a pioneer in learning about grassroots development, the IAF seeks to support projects that produce real improvements on a local level, but that also have the potential to offer lessons and inspiration to others. It expects to work collaboratively with grantees in efforts to learn broader development lessons from each project.

The IAF is pleased to announce its grant program for Fiscal Year 2002—October 1, 2001 to September 30, 2002—and invites private organizations in Latin America and the Caribbean to submit grant proposals during that period. The IAF currently does not fund projects in Costa Rica, Chile, and Uruguay.

The IAF gives preference in awarding grants to organizations that have not recently received direct funding from U.S. Government agencies. The IAF gives preference to applications that demonstrate a strategy for forming development partnerships with private and public sector institutions.

Criteria for the Analysis of Grant Requests

The IAF will consider proposals that meet the following basic criteria:

- Offer innovative solutions to development problems among populations generally beyond the reach of traditional foreign assistance agencies.
- Demonstrate substantial beneficiary participation in project design and project management.
- Generate practical benefits for the poor in ways that increase the capacity of poor people for self-help.
- Strengthen the capacity of poor people's organizations.
- Assure the project's technical feasibility and potential for sustainability.
- Show counterpart contributions from the proponent, and ideally, from other local supporters.

Terms for Submitting Grant Applications

Grant applications will be accepted throughout the year. However, since the IAF will review most of the Fiscal Year 2002 grant applications in the fall, it is highly recommended that grant applications be received at the IAF by July 31, 2001.

Original grant applications must be sent directly to the Inter-American Foundation, Program Office, 901 North Stuart Street, 10th Floor, Arlington, VA, 22203, USA.

NOTE: e-mail grant applications must include country name in e-mail subject line.

For instructions on the preparation of grant proposals to the IAF, please refer to the IAF GUIDELINES FOR GRANT PROPOSALS. The guidelines and information on IAF programs and criteria for project financing of grassroots development initiatives can be downloaded from the IAF website at http://www.iaf.gov/.

The IAF will not accept grant applications submitted by fax. Please send applications to proposals@iaf.gov

~ ❖ ~

Guidelines for Grant Proposals

INTER-AMERICAN FOUNDATION

Fiscal Year 2002
October 1, 2001 to September 30, 2002

Please address the following items and complete the Inter-American Foundation Preliminary Information on Grant Proposals (Pre-PPR) electronic form.

I. EXECUTIVE SUMMARY/PROJECT PURPOSE

- **Present a clear summary of the purpose of the proposal, the main participants, and the beneficiaries.**

II. DESCRIPTION OF THE ORGANIZATION PROPOSING THE PROJECT

- **Describe the organization's mission, structure, and governance.**
- **Describe the organization's track record, achievements, and future plans.**
- **Describe the organization's capacity to undertake a project such as the one being proposed.**

III. PROBLEM TO BE ADDRESSED BY THE PROJECT

- **Describe the problem to be addressed by the project and the current situation of the intended beneficiaries.**
- **Describe and provide an analysis of the socioeconomic context of the proposed project.**
- **Describe the relationship between the organization proposing the project, the problem that prompts the presentation of this proposal, and the intended beneficiaries. Describe the participation of the beneficiaries in the identification of the needs to be addressed by this project, and in the design and implementation of the project.**

IV. THE PROJECT TO BE CARRIED OUT

- **Describe the project, its goals and objectives. Identify the anticipated project results in tangible and measurable terms, including the anticipat-**

ed impact these results will have on the beneficiaries. Describe the conditions affecting the beneficiaries at the start of the project and the changes this project will bring about.

- Describe the project work plan and implementation schedule.
- List and describe any existing partnerships, as well as partnerships to be formed for the implementation of the project, and the role each partner will play in the implementation, financial support, and resource mobilization for the project. Describe how the partners will work together in the project.
- Explain how the project will continue to function after funding from the IAF has ended.

V. LEARNING PLAN

- Describe what the proponent organization, partners, and beneficiaries expect to learn during the course of the project.
- Describe the methodology and instruments that will be used to gather results data, and the manner in which project results will be measured.

VI. BUDGET

- The project budget must list, by line item, the amount requested of the IAF, the quantifiable and committed counterpart funds to be provided by the proponent of the project, the funds to be provided by any partners that will participate in the project, and the contribution of the intended beneficiaries. List additional resources that may be mobilized during the course of the project. Counterpart contributions can be stated in cash or in kind (goods or services) provided that these contributions can be verified and quantified. Please prepare the budget using the format in Section IV: Estimated Project Budget (in US dollars) of the Inter-American Foundation Preliminary Information on Grant Proposals form.

VII. ELECTRONIC PRE-PPR

- Complete the Inter-American Foundation Preliminary Information on Grant Proposals (Pre-PPR) document which can be obtained from the IAF's Web site at www.iaf.gov.

Photo Credits

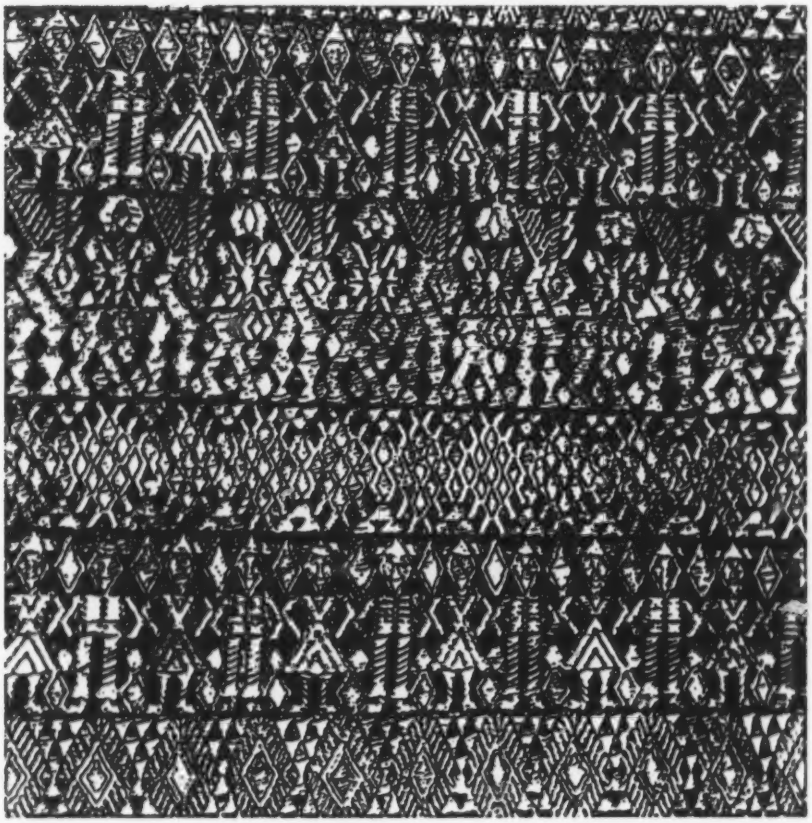
All photographic credits, unless otherwise noted, are from left to right, top to bottom.

FRONT COVER—CIMCA (BO-243): Fernando Soria; ACLEA (EC-179): Juan García; TresPozos (AR-130): Mitchell Denburg; El Salvador (ES-142): Emma Rodríguez; AUDA (UR-106): Eduardo Gil; PET (CH-468): Miguel Sayago; Guatemala: Sean Sprague. BACK COVER—Argentina: Unknown; Comunidad Campesina de Tajkina (PU-239): Miguel Sayago; CENDA (BO-456): Semilla; Unknown; CEADEL (AR-282): Eduardo Gil; FINCA Peru (PU-433/458): Daniel Cima; Unknown. INSIDE FRONT COVER—Patrick Breslin. PAGE 3—Centro Casa de Saber y Educación Popular (BO-241): Robin Bowman. PAGE 4—David Valenzuela. PAGES 6 and 7—Patrick Breslin. PAGE 8—PROEXAL (ES-170): Jim Adriance. PAGE 9—CPCC (PY-127): Paul L. Griffin; Casa del Temporero (CH-444): Miguel Sayago; ASFACA (BO-258): Mitchell Denburg. PAGE 10—CIMCA (BO-243): Fernando Soria. PAGE 11—SEV-Chimborazo (EC-165): Julia Weise-Vargas; ASAGRAPA (PY-124): Leonardo Miño. PAGE 13—Unión de Comunidades del Valle (ME-331): Miguel Sayago. PAGE 14—CPCC (PY-127): Paul L. Griffin. PAGE 15—CARITAS/Gonaives (HA-072): Mitchell Denburg; Brazil: Lourdes Grzybowski. PAGE 16—CPCC (PY-127): Paul L. Griffin. PAGE 17—Cooperativa de Vivienda y Servicios "La Merced" (AR-121): Mitchell Denburg. PAGE 18—Guatemala: Jim Adriance. PAGE 19—CVSS (BE-054): Kathryn Shaw; Fundación Misión Santiago (CH-367): Marcelo Montecino. PAGE 20—Asociación Multicomunal "José Antonio Chambilla" (PU-243): Miguel Sayago. PAGE 21—La Khochalita (BO-228): Miguel Sayago. PAGE 22—Asociación de Promotores Chaco (AR-144): Miguel Sayago. PAGE 23—SEPAS (PU-117): Mitchell Denburg. PAGE 24—CEMSE (BO-190): Miguel Sayago; CIMCA (BO-243): Fernando Soria. PAGE 25—CIMCA (BO-243): Fernando Soria. PAGE 26—IBASE: Fernando Miceli. PAGE 27—Casa da Mulher do Nordeste (BR-682): Maria Luiza M. Carvalho. PAGE 28—Cooperativa de Comercialização de Produtos Agro-industriais de Vila Valério (BR-770): Courtesy of COOPAVIVA. PAGE 30—FBPN (BR-793): Courtesy of FBPN. PAGE 31—FUCIE (CO-260): José Jaramillo. PAGE 32—Costa Rica, 1995: Daniel Cima. PAGE 33—AGSD (DR-139): Mitchell Denburg. PAGE 34—Union de Organizaciones Campecinas de Cicalpa (EC-149): Miguel Sayago. PAGE 36—Children of Puerto Parada, El Salvador (ES-117): Sean Sprague. PAGE 37—(CH-40): Olaf Olmos. PAGES 38 and 39—Lake Atitlan, Guatemala: Jim Adriance. PAGE 41—Asociación Campesina Indispensable para el Desarrollo en Salud, Social, Economico y Agropecuario (GT-263): Jim Adriance. PAGE 42—ICVR, Haiti: Sean Sprague. PAGE 43—Federación de Asociaciones de Rivera de Payabo (DR-049): Stephen Vetter. PAGE 44—Screen print: Patrick Breslin; (inset) Hermandad de Honduras (HO-191): Patrick Breslin. PAGE 45—Fundación para la Productividad en el Campo, A.C. (APOYO): Patrick Breslin. PAGE 46—FinComun Project (ME-418): Patrick Breslin. PAGE 48—PAGJINO (NC-222): Courtesy of PAGJINO. PAGE 50—Cacpymer, Panama (PN-171): McCabe. PAGE 52—INSAP (PU-295): Miguel Sayago. PAGE 53—FADEMAD (PU-444): Daniel Cima; (inset) CIPDER, Cajamarca, Peru: Courtesy of EDC. PAGE 54—Unknown. PAGE 55—El Ceibo (BO-242): Courtesy of El Ceibo. PAGE 56—FUDEP (VZ-156): Daniel Cima. PAGE 57—FUDEP (VZ-156): Daniel Cima. PAGE 59—Comunidad Campesina de Áquia (PU-254): Kathryn Shaw. PAGE 60—Centro Casa de Saber y Educación Popular (BO-241): Robin Bowman.

POSTAGE STAMPS—DC Collection.
TEXTILES—Grantee gifts to the IAF.

❖

EDITOR: Duncan Campbell
CONTRIBUTING EDITOR: Emilia Rodríguez-Stein
FOREIGN LANGUAGE EDITIONS: Leyda Appel



Inter-American Foundation
901 North Stuart Street, 10th Floor
Arlington, Virginia 22203
USA

Tel: 703 306-4301 ❖ Fax: 703 306-4365

www.iaf.gov

Printed on recycled paper using soy-based ink.